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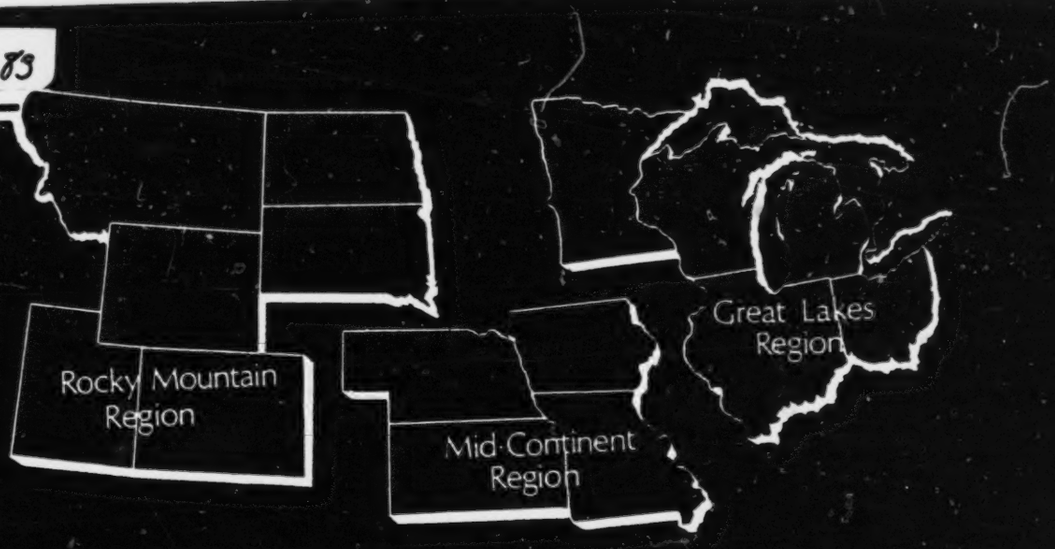

JOINTLY ANNOUNCE

EXECUTIVE AND MANAGEMENT PROGRAMS

OCTOBER 1982 - SEPTEMBER 1983

United States Office of Personnel Management

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TABLE OF CONTENTS

Nominations Procedures: 1-2
Premises of Management Development 3
Executive and Management Competency Areas 4-5
Program Descriptions: 6

Advanced Management Seminar 7
Developing Subordinates 8
Executive Coaching 9
Management by Objectives - Great Lakes Region 10
Management for Accomplishment and Results
Management by Objectives - Mid-Continent Region 11
Management for Accomplishment and Results
Management by Objectives Workshop - Rocky Mountain Region 12
Management Institute - Rocky Mountain Region 13
Management Simulation Seminar 14
Managerial Decision Making 15
Middle Management Institute - Great Lakes Region 16
Middle Management Institute - Mid-Continent Region 17
Personal Skills Development Seminar 18
Seminar for New Managers 19
Seminar in Managing Government Resources 20
Seminar in Organization Leadership Issues 21
Seminar in the Design, Analysis and Development of Organization 22
The Manager and Program Planning and Evaluation 23
Written Communication for Executives 24
Management Briefings 25
Managing in the 80's 25
Summary Index of Program FY 1983 26-27

HOW TO USE THIS ANNOUNCEMENT

The U.S. Office of Personnel Management Training Centers in the Great Lakes, Mid-Continent and Rocky Mountain Regions conduct programs on various aspects of management through a consortium. This booklet lists and describes the programs which will be conducted from October 1982 through September 1983 by this tri-region consortium. There are two listings. The first, which appears on pages 6-25, provides a brief description of the programs and the dates and locations where they will be held. The second is an alphabetical listing; it appears on pages 26-27.

HOW TO ENROLL

Enrollment is limited to approximately 30 participants in each seminar. Federal participants should be nominated on Optional Form 182 or their agency training form showing each nominee's name, home address, title, agency address, and billing address with the agency SIBAC number, if applicable. State and local participants may be nominated by letter showing the above information for each enrollee. Reservations may also be made by phone or wire, but we request that written confirmation follow.

The Regional Training Center to which you should forward your nomination is located on the program description page. Please note that a Management by Objectives and Middle Management Institute course is offered by each region. Because each course differs in content and method, a program description for each course is listed, by region. Submit your nomination to the region offering the course you want to attend. The Seminar for New Managers and The Manager and Program Planning and Evaluation require a slightly different nomination procedure. Your agency central office purchases spaces for these courses to be apportioned to your regional offices. Contact the Department in your central office responsible for management training to request/reserve spaces. Individual nominations to fill alloted spaces are submitted to the Regional Training Center located on the program description page. The address and telephone number of each Regional Training Center is listed below:

U.S. Office of Personnel Management
Great Lakes Regional Training Center
230 S. Dearborn St. - Room 2916
Chicago, Illinois 60604
Telephone: (312) 353-2914

U.S. Office of Personnel Management
Mid-Continent Regional Training Center
815 Olive St. - Room 430
St. Louis, Missouri 63101
Telephone: (314) 279-4274

U.S. Office of Personnel Management
Rocky Mountain Regional Training Center
Building 20, Denver Federal Center
Denver, Colorado 80225
Telephone: (303) 234-2304

PROGRAM FEES

Fees indicated for each program include tuition, course materials, and related program services. The fee does not include the cost of housing or meals with the exception of those noted. Prices are subject to change without notice.

ENROLLMENT CONFIRMATION

You should receive written confirmation at least four weeks prior to the program starting date. It will include information on the seminar schedule, accommodations, and transportation. If you have not received this confirmation three weeks prior to the program starting date, you should call the Regional Training Center to whom you forwarded your nomination.

CANCELLATIONS

Cancellation or transfer from one program date to another, within two weeks of the seminar date, are subject to a charge of 25% of the program fee. There will be no charge for substitutions. Cancellations made less than one month prior to the Management Simulation Seminar are subject to a charge of one-half the program fee.

FOR MORE INFORMATION

Additional information on each program will be given in individual program announcements that are sent out about eight weeks prior to each session. Specific inquiries regarding each program should be directed to the Regional Training Center to whom you forward your nomination.

MANAGERIAL DEVELOPMENT

The management programs outlined in this announcement are developed based on several premises. These premises are:

- Individual managerial performance can be evaluated, both in terms of specific work objectives and clearly specified generic managerial competencies.

- Managerial development should serve to improve organizational and individual performance, advance the best managers to higher level positions, and further progress towards the Government-wide objective of a more representative work force at all levels.

- Managerial development includes much more than training, although managerial training is one of its key elements. Most managerial competencies are acquired through work experience and through interaction with effective managers.

- Responsibility for managerial development is shared between the individual and the organization.

- All managers merit continuing development targeted at their individual needs within the context of organizational or unit mission. Intensive development and training of managers for future responsibilities should be provided selectively in line with merit principles to those who show the most promise for improving productivity and effectiveness of the Government.

- It is possible to know what makes managers at different levels and in different occupations successful - that is, the competencies which are required for successful managerial performance can be identified. When identified, a variety of ways to obtain such competencies can be devised and tested. Viewing an individual's experience from the perspective of acquired or demonstrated skills and know-how rather than from the perspective of work history permits a better link to job suitability, to performance, and to management potential.

- A competency-based management curriculum should strongly emphasize the enhancement of management skills and competencies which are identified through research efforts. This curriculum will provide the formal training in generic management competencies which, with developmental work experience, strong performance reviews, and mentoring, can equip prospective and incumbent managers for more effective performance and advancement.

EXECUTIVE AND MANAGEMENT COMPETENCY AREAS

A. PERSONAL AND INTERPERSONAL COMPETENCIES (Competencies related to working with and through people.) These include:

- Assessing one's own strengths and limitations
- Speaking and writing clearly and concisely
- Coaching and counseling subordinates
- Giving and receiving feedback
- Dealing with diverse views and ambiguity
- Recognizing and overcoming blocks to communication
- Using various leadership styles
- Negotiating
- Creating an organizational climate that results in a motivated workforce

Management Programs to be considered:

- Advanced Management Seminar
- Developing Subordinates
- Management Simulation Seminar
- Managerial Decision Making
- Managing in the 80's
- Personal Skills Development Seminar
- Seminar in Managing Government Resources
- Seminar for New Managers
- Seminar in Organizational Leadership
- Written Communication for Executives

B. MANAGEMENT PROCESS COMPETENCIES

Competencies relating to the structures, activities, and procedures through which work is accomplished in organizations. These include:

- Know and accept the role of Executive/Manager
- Setting objectives and evaluating their accomplishments
- Making timely decisions using appropriate decision making aids
- Establishing priorities among alternatives
- Developing and implementing action plans for the accomplishment of program goals
- Developing long range program goals
- Organizing resources and structures to accomplish program goals
- Delegating effectively
- Setting individual performance standards and appraising performance
- Interacting with non-career executives and staffs
- Using basic management support systems (budget, personnel, procurement, EDP/info.)
- Applying Agency personnel policies in key areas LMR; EEO
- Adapting the Organization to change

- Management Programs to be considered:
- Advanced Management Seminar
- Middle Management Institute
- Managing in the 80's
- Management by Objectives
- Management Simulation Seminar
- Seminar in the Design, Analysis and Development of Organizations
- The Manager and Program Planning and Evaluation

C. ENVIRONMENT COMPETENCIES

Competencies relating to the interaction between the organization and the broader arena within which it operates. These include:

- Understanding relevant social and political forces
- Familiarity with relevant technological developments
- Understanding general economic conditions and issues
- Considering agency policy/programs within the context of broad national priorities
- Understanding the relationships among and the workings of the Congress, The Office of the President, The Executive Departments and Agencies, and the Courts
- Understanding the relationships between career and political executives
- Understanding the purposes and structure of government as an institution in our democratic society
- Recognizing the special responsibilities of the public trust
- Familiarity with the responsibilities of state and local governments

Management Programs to be considered:
- Middle Management Institute
- Management Briefings
- Management Simulation Seminar
- Managing in the 80's
- Seminar in Managing Government Resources

NOTE Managerial Programs offered by Universities, the OPM Executive Seminar Centers (especially the three week Executive Development Seminar) and select Fellowship Programs depending on individual development needs can also be considered. Additional information can be obtained by writing or calling the Director, Management Training in the Regional Training Center which services your agency.

PROGRAM DESCRIPTIONS

ADVANCED MANAGEMENT SEMINAR

This residential seminar brings the various techniques and strategies of management together into a useful approach. This seminar is based on the reality that every manager administers a unit that is a complex social and technical system.

Specifically, the seminar develops two skills which are essential to managerial success:

* Skills of contemporary rational-systematic management: the ability to plan, analyze data, and make appropriate decisions.

* Interpersonal skills: the ability to lead, communicate, motivate, and create effective work teams.

Among topics that will be covered are: application of planning and communications models, problem-solving processes, systems analysis, means-ends analysis, decision criteria charting, and developing and evaluating managerial strategies.

This program addresses both the management process and the interpersonal managerial skills competencies relating to structures, activities, and procedures and working with and through people to accomplish the organization's mission.

WHO SHOULD ATTEND: Executives and managers from Federal, State and Local governments who are responsible for directing major programs. (Generally those who are in the merit pay group - or equivalent - and above. Non merit pay program managers will be considered on an individual basis.

PROGRAM DATES	LOCATION	NOMINATIONS SUBMITTED TO:
December 12-17, 1982	Lake Dillon, Colorado	Rocky Mountain Region
March 13-18, 1983	Salt Lake City, Utah	Rocky Mountain Region
April 17-22, 1983	Lake Dillon, Colorado	Rocky Mountain Region
May 22-27, 1983	Lake Geneva, Wisconsin	Rocky Mountain Region
July 18-22, 1983	St. Louis, Missouri	Mid-Continent Region

FEE

The program fee of $335 includes all materials and related program services.

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52JS

DEVELOPING SUBORDINATES

Since the initiation of the Senior Executive Service and Merit Pay, executives and managers are accountable to an extent greater than ever for the productivity of their subordinates. They, as a result, need practical techniques for coaching subordinates for improved performance and career development.

This seminar helps executives and managers develop the skills necessary for successful coaching, such as:

* Developing an understanding of the goals of coaching and the role of the organizational superior in the coaching process.

* Describing various techniques of coaching with special emphasis on interviewing methods for establishing trust and an atmosphere of openness.

* Setting goals and performance expectations during the coaching process and establishing mechanisms for continuing evaluation of success in attaining them.

This program focuses on the personal and interpersonal managerial competencies; specifically coaching and counseling subordinates, giving and receiving feedback.

This course can be offered in single agency sessions tailored to meet the particular needs of your agency.

WHO SHOULD ATTEND: Managers who wish to develop or improve the skills necessary for successful coaching of subordinates who are themselves supervisors or managers.

PROGRAM DATES

January 25-27, 1983
July 12-14, 1983
September 7-9, 1983

LOCATION

Chicago, Illinois
Denver, Colorado
Chicago, Illinois

FEE

The program fee of $200 includes all materials and related program services.

ALL NOMINATIONS SUBMITTED TO:

Great Lakes Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52JD

EXECUTIVE COACHING

Since the initiation of the Senior Executive Service and Merit Pay, executives and managers are accountable to an extent greater than ever for the productivity of their subordinates. They, as a result, need practical techniques for coaching subordinates for improved performance and career development.

This seminar helps executives and managers develop the skills necessary for successful coaching, such as:

* Developing an understanding of the goals of coaching and the role of the organizational superior in the coaching process.
* Describing various techniques of coaching with special emphasis on interviewing methods for establishing trust and an atmosphere of openness.
* Setting goals and performance expectations during the coaching process and establishing mechanisms for continuing evaluation of sucess in attaining them.

This program focuses on the personal and interpersonal managerial competencies; specifically coaching and counseling subordinates, giving and receiving feedback.

This course can be offered in single agency sessions tailored to meet the particular needs of your agency.

WHO SHOULD ATTEND: Managers who wish to develop or improve the skills necessary for successful coaching of subordinates who are themselves

PROGRAM DATES

May 16-18, 1983
June 27-29, 1983

LOCATION

Kansas City, Missouri
St. Louis, Missouri

FEE

The program fee of $200 includes all materials and related program services.

ALL NOMINATIONS SUBMITTED TO:

Mid-Continent Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52JD

MANAGEMENT BY OBJECTIVES

MANAGEMENT FOR ACCOMPLISHMENT AND RESULTS

OFFERED BY THE GREAT LAKES REGION

Today, getting results and improved performance requires special efforts. This program introduces a systems approach to accomplish this through the use of Management by Objectives and goal-setting techniques. The Management by Objectives process is a workable management tool for specifying organizational and individual responsibilities, priorities, outputs; achieving commitment; and developing appropriate action plans, performance expectations, and feedback. The process constitutes a continuing, comprehensive, results-oriented approach to management which the management improvement emphasis of civil service reform stresses. This program provides skills and practice sessions for application on-the-job.

This program addresses the management process competencies relating to the structures, activities, and procedures through which work is accomplished in organizations - specifically, setting objectives and evaluating their accomplishments in concert with establishing priorities among alternatives to accomplish program goals.

This course can be offered in single agency sessions which are tailored to meet your agency needs.

WHO SHOULD ATTEND: Managers and key staff officials who wish to gain an understanding and knowledge of Management by Objectives theory, practice and application.

PROGRAM DATES

November 16-18, 1982
March 8-10, 1983
April 12-14, 1983
May 24-26, 1983
July 6-8, 1983
August 2-4, 1983
September 20-22, 1983

LOCATION

Chicago, Illinois
Chicago, Illinois
Battle Creek, Michigan
Chicago, Illinois
Cincinnati, Ohio
Twin Cities, Minnesota
Chicago, Illinois

FEE

The program fee of $200 includes all materials and related program services.

NOMINATIONS SUBMITTED TO:

Great Lakes Region

NOMINATIONS PROCECURES: Please turn to pages 1 & 2.

52JR

MANAGEMENT BY OBJECTIVES

MANAGEMENT FOR ACCOMPLISHMENT AND RESULTS

OFFERED BY THE MID-CONTINENT REGION

"MANAGEMENT BY OBJECTIVES" is a practical, results oriented management technique, which emphasizes the identification of key performance areas and the establishment of measurable goals to achieve them. This three-day course is designed to help managers institute deceptively simple concepts into workable management strategies.

The course gives participants ample time to write several objectives and to prepare an action plan for each. Since the majority of class time is spent in individual or group activities, lectures are supplemented by planned readings. The course will contain the following topics:

- Overview of MBO
- Defining Mission and Roles
- Determining Key Results Areas
- Setting Goals and Objectives
- Implementing Objectives
- Communicating Commitment
- Monitoring Progress
- Evaluating Results

WHO SHOULD ATTEND: Supervisors, managers and key staff officials who wish to include Management by Objectives in their organizational strategies.

PROGRAM DATES

November 15-17, 1982
November 24-26, 1982
April 4-6, 1983
May 2-4, 1983
September 19-21, 1983

LOCATION

Kansas City, Missouri
St. Louis, Missouri
Kansas City, Missouri
St. Louis, Missouri
Kansas City, Missouri

FEE

The program fee of $200 includes all materials and related program services.

NOMINATIONS SUBMITTED TO:

Mid-Continent Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52JR

MANAGEMENT BY OBJECTIVES WORKSHOP

OFFERED BY THE ROCKY MOUNTAIN REGION

Government managers in the 1980's will be challenged more than ever by the need to increase productivity in an era of declining resources. "Management by Objectives" is a management process which, when properly implemented, can help achieve that goal. This workshop is designed to acquaint managers and supervisors with MBO and will enable them to transform its principles into a pragmatic and effective management strategy for their own operations.

Topics to be covered during the three day course include:

- MBO as a philosophy of management and as part of the overall management process
- Some of the organizational benefits that can result through MBO
- Roles and mission for your specific organizational unit
- Key results area
- Indicators of effectiveness within key results areas
- Objectives for your own job
- Action plans for achieving objectives
- A number of controls that will bring about achievement of objectives
- The importance of communications in the MBO process
- Different approaches to implementing MBO

WHO SHOULD ATTEND: Managers and supervisors who wish to acquire an understanding and working knowledge of the MBO process.

PROGRAM DATES

November 2-4, 1982
January 19-21, 1983
January 24-26, 1983
March 22-24, 1983
April 19-21, 1983
July 19-21, 1983
August 23-25, 1983

LOCATION

Denver, Colorado
Missoula, Montana
Ogden, Utah
Denver, Colorado
Salt Lake City, Utah
Salt Lake City, Utah
Denver, Colorado

FEE

The program fee of $200 includes all materials and related program services.

NOMINATIONS SUBMITTED TO:

Rocky Mountain Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2

52JR

MANAGEMENT INSTITUTE

OFFERED BY THE ROCKY MOUNTAIN REGION

Management Institute has been designed to promote the development of government officials at the crucial middle levels of management, from whose ranks will come the key administrators and executives of the future. New developments and trends affecting contemporary managers will be discussed. Participants will have the opportunity to examine the latest management techniques and theory, and to determine the applicability of these concepts to their own operations.

Among the topics that will be covered in this course are:

- Factors which impact upon productivity
- Organizational value systems and constraints
- Organizational communication
- Managerial networking and support systems
- Current perspectives of the managerial function

Upon completion of this course, participants will be able to:

- Analyze and evaluate their own managerial effectiveness
- Analyze and develop plans to improve personal and organizational productivity
- Identify and understand contemporary management techniques, and determine their applicabilty

WHO SHOULD ATTEND: Government managers and potential managers who wish to enhance their managerial effectiveness and career growth.

PROGRAM DATES	LOCATION
November 2-4, 1982	Denver, Colorado
January 11-13, 1983	Salt Lake City, Utah
February 8-10, 1983	Denver, Colorado
March 29-31, 1983	Great Falls, Montana
June 7-9, 1983	Denver, Colorado
September 20-22, 1983	Denver, Colorado

FEE

The fee of $200 includes all materials and related program services.

NOMINATIONS SUBMITTED TO:

Rocky Mountain Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52JJ

MANAGEMENT SIMULATION SEMINAR

Conducted only once each year, this prestigious live-in computer simulation supported program is designed to create an executive and managerial environment wherein each team of managers must jointly make a series of decisions and take implementation actions. The seminar:

* Provides an opportunity to solve problems in a dynamic and uncertain environment.
* Involves participants in a small group experience in which the participant is required to set goals, establish policies, and carry out a detailed and comprehensive plan.
* Allows participating managers to experience the complete cycle of planning: that is, to synthesize their analysis into a plan, to implement the plan, to evaluate the outcome of their plan, to evaluate their planning process, and to continue their analysis in an on-going economic entity.
* Encourages the development of action-oriented behavior.
* Provides an integrated, conceptual look at the management of an organization with emphasis given to many intricate inter-relationships which exist in all organizations.

The real life flavor of competition usually heightens participant involvement and encourages the preparation of extended analysis as a prelude to planning and thoughtful decision making.

This program addresses both the management process and the personal and interpersonal managerial skills competencies relating to structures, activities, and procedures and working with and through people to accomplish the organization's mission.

WHO SHOULD ATTEND: Executives and managers with proven ability who want to broaden their general management knowledge, who want to further succeed within their organizations, and who have an interest in broadening their understanding of the various elements of interactive organizational decision making.

PROGRAM DATES

May 23-27, 1983

FEE

The program fee of $550 includes tuition, books and materials.

LOCATION

Warren, Michigan

NOMINATIONS SUBMITTED TO:

Great Lakes Region

NOTE: Meals, lodging and transporation expenses are not included. Each agency is responsible for these costs, in addition to the program fee.

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52JW

MANAGERIAL DECISION MAKING

A critical and integral part of every manager's job is making decisions. The impact and outcome of such decisions can be greatly affected by the quality and timeliness of the alternatives selected.

This program is aimed at improving the quality and impact of managerial decisions. Managers are provided with a conceptual framework for exploring decision making in government organizations. Analytic aspects of decision making are stressed.

Specifically, this program will provide participants an opportunity to:

- Analyze their own decision making modes
- Develop techniques for strengthening their operating modes for making decisions
- Assess and improve individual and group behavior in the decision making process
- Identify on the job problems and alternative solutions which apply for back home application
- Evaluate the outcomes of alternative decisions

This program is designed to address the Personal and Interpersonal managerial skills competencies which relate to working with and through people.

WHO SHOULD ATTEND: Managers and supervisors who wish to improve their organizational effectiveness through better quality, more dynamic decisions.

PROGRAM DATES	LOCATION	NOMINATIONS SUBMITTED TO:
October 19-21, 1982	Chicago, Illinois	Great Lakes Region
December 8-10, 1982	St. Louis, Missouri	Mid-Continent Region
July 6-8, 1983	Kansas City, Kansas	Mid-Continent Region
July 12-14, 1983	Dayton, Ohio	Great Lakes Region
September 27-29, 1983	Chicago, Illinois	Great Lakes Region

FEE

The program fee of $200 includes all materials and related program services.

NOMINATIONS PROCEDURES: Please turn to pages 1 & 2.

52JQ

MIDDLE MANAGEMENT INSTITUTE

OFFERED BY THE GREAT LAKES REGION

This program is designed to provide middle managers with a new insight into concepts and techniques for the major functional areas of managing. These areas include applications for decision making at the mid-management level, increasing the ability to view the various functional areas of management as elements of an overall organizational picture, and maximizing the effectiveness of decision making by middle management.

Designed to give the middle manager - tomorrow's executive - an opportunity to broaden his or her perspective in selected managerial areas, this program addresses the management process competencies; the personal and interpersonal managerial skills competencies; and begins to explore the environmental competencies, i.e., those competencies relating to the interaction between the organization and the broader arena within which it operates.

This course can be offered in single agency sessions tailored to meet the particular needs of your agency.

Recognized authorities in pertinent fields will present the various topics of the Institute.

WHO SHOULD ATTEND: Middle managers and staff personnel with key management responsibilities who have demonstrated the potential for increased management responsibilities.

PROGRAM DATES	LOCATION
November 16-19, 1982	Battle Creek, Michigan
December 7-10, 1982	Columbus, Ohio
February 22-25, 1983	Chicago, Illinois
April 12-15, 1983	Dayton, Ohio
May 3-6, 1983	Bloomington, Indianapolis area, Indiana
June 6-10, 1983	Battle Creek, Michigan
August 9-12, 1983	Chicago, Illinois

FEE

The program fee of $250 includes all materials and related program services.

NOMINATIONS SUBMITTED TO:

Great Lakes Region

NOMINATIONS PROCEDURES: Please turn to pages 1 & 2.

52JJ

MIDDLE MANAGEMENT INSTITUTE

OFFERED BY THE MID-CONTINENT REGION

The MIDDLE MANAGEMENT INSTITUTE examines key questions that provide understanding of the problems faced by the manager. The course will enable participants to consider and answer the questions:

- What are the social and psychological elements affecting productivity?
- What are the human costs of ill-conceived productivity measures?
- When is efficiency counter-productive?
- How to link the concepts of behavioral science to the tools of management?
- How important is goal clarity to productivity?
- What are the non-economic objectives which should be considered in decision making?

Recognized authorities in pertinent fields will present the Institute. Lectures will be supplemented by case work and films. The following topics will be emphasized:

- Improving Organizational Performance: An Overview
- Performance Management: Traditional Approaches
- Organizational Renewal: Restructuring for Performance
- A Cross Cultural Comparison: Japan vs. United States
- Modern Management and the Performance Challenge

WHO SHOULD ATTEND: Managers, staff officials, supervisors and other employees who are regarded as having STRONG MANAGEMENT POTENTIAL for positions of increased responsibilities in their organizations.

PROGRAM DATES

March 21-23, 1983
April 25-27, 1983

LOCATION

St. Louis, Missouri
Kansas City, Missouri

FEE

The program fee of $230 includes all materials and related program services.

NOMINATIONS SUBMITTED TO:

Mid-Continent Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52JJ

PERSONAL SKILLS DEVELOPMENT SEMINAR

This course concentrates on the skills and competencies a manager needs to build a fully competent, committed, and cooperative work team. It emphasizes developing consensus, improving interpersonal communications, and increasing cooperation and mutual problem solving.

This seminar uses specifically designed workshops in individual and team development to help each manager to assess individual and team needs, orientations and potentials. The following skills are emphasized:

- Operating in a team; developing consensus, representing, negotiating, and building sound relations
- Decision making and oral and written communications
- Giving and receiving feedback
- Dealing with the public and the media
- Career planning and personal change

WHO SHOULD ATTEND: Managers and supervisors who have a need to improve their skills in building effective work teams, interpersonal communications, and cooperative problem solving techniques.

PROGRAM DATES

January 17-21, 1983
June 13-17, 1983
August 8-12, 1983

LOCATION

Chicago, Illinois
St. Louis, Missouri
Denver, Colorado

FEE

The program fee of $335 includes all materials and related program services.

NOMINATIONS SUBMITTED TO:

Rocky Mountain Region

NOMINATION PROCEDURES: Please turn to page 1 & 2.

52KD

SEMINAR FOR NEW MANAGERS

This two-week residential seminar is designed to provide a unique learning experience for those who have recently assumed managerial responsibilities.

New managers will have an opportunity to gain a greater awareness of, and develop new perspectives on, the broader responsibilities of the Government manager. In addition, the seminar will encourage new managers to learn and improve performance-related knowledges and skills important to their sharing of professional experiences. New managers will become more effective in dealing with those critical factors in the environment that strongly influence managerial effectiveness.

The seminar is designed to be an intensive, introspective, and interactive experience in which participating managers will have the opportunity to develop increased knowledge, awareness, sensitivity and understanding of interpersonal styles, modern management theory and concepts, communications patterns, team building, value systems, and recent legislation affecting the public manager.

This program addresses those personal and interpersonal managerial competencies related to working with and through people.

WHO SHOULD ATTEND: Those of proven ability with significant responsibility and recognized potential at levels designated as GS-14 and -15 in the Federal Service or State and local government managers at similar levels of responsibility and, who have less than two (2) years experience at that level. Carefully selected managers at the GS-13 and -12 level (or equivalent) are also eligible to be nominated for this seminar. (NOTE: Federal agency central offices purchase spaces for this course to be apportioned to regional offices. Contact the Department in your central office responsible for management training to request/reserve spaces. Individual nominations to fill allotted spaces are then submitted to the Great Lakes Region. We do accept local nominations on a space available basis).

PROGRAM DATES	LOCATION
January 16-28, 1983	Chicago, Illinois
April 24-May 6, 1983	Chicago, Illinois

FEE	ALL NOMINATIONS SUBMITTED TO:
The program fee of $1350 includes tuition, books, materials, room and board.	Great Lakes Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52KB

SEMINAR IN MANAGING GOVERNMENT RESOURCES

This seminar is concerned with efficient and appropriate use of resources in government operations. It emphasizes management's responsibility for identifying optimum mixes of human, financial, and physical resources and for operating within ethical and legal constraints in accomplishing program goals.

The seminar combines workshops and lectures to explain government practice in the following areas:

- Understanding the Federal Personnel, Budget, and Procurement Systems
- Projecting and sequencing resource requirements
- Using management information systems
- Developing accountability structures

WHO SHOULD ATTEND: The seminar is one of the new programs in the executive development curriculum. It is appropriate for executive and middle managers who want to operate internal and external resources in a cost effective manner in order to achieve planned levels of program accomplishments. Those involved in finance, auditing, personnel management evaluations, quality control, contract administration and contract evaluation would benefit.

PROGRAM DATES

May 23-27, 1983
June 20-24, 1983
September 19-23, 1983

LOCATION

St. Louis, Missouri
Chicago, Illinois
Denver, Colorado

FEES

The program fee of $335 includes all materials and related program services.

ALL NOMINATIONS SUBMITTED TO:

Mid-Continent Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52KF

SEMINAR IN ORGANIZATIONAL LEADERSHIP ISSUES

This seminar deals with management's leadership role and its responsibility for using power and influence appropriately in an organization. It examines the role formal structures and informal networks play in accomplishing work, in integating the individual to the organization, and in developing and motivating each member of the workforce.

The seminar uses lectures, individual exercises, and group work to develop the following topics:

- The effectiveness of power, authority, and influence in accomplishing organizational goals
- Delegation and strategies for performance management
- Planning, communications and decision making
- Leadership through formal and informal structures
- Managing productivity

WHO SHOULD ATTEND: This seminar is for all levels of executive management who have leadership roles of authority and influence in their organization and who want to use this role in a fair, appropriate and productive manner.

PROGRAM DATES

March 28-April 1, 1983
April 4-8, 1983
May 2-6, 1983

LOCATION

St. Louis, Missouri
Denver, Colorado
Chicago, Illinois

FEES

The program fee of $335 includes all materials and related program services.

ALL NOMINATIONS SUBMITTED TO:

Mid-Continent Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52KE

SEMINAR IN THE DESIGN, ANALYSIS AND DEVELOPMENT OF ORGANIZATIONS

This seminar is designed to address the management processes and competencies related to developing long range program goals and organizing resources and structures to accomplish those goals.

The program will focus on practical considerations in improving organizational performance. It will examine overall strategies for organization design, new forms and current practices in design, management of new structures (e.g., matrix organizations, management teams), communications and "people" skills required, the impact of unions on design changes, particularly when job redesign is involved, and how quality of work life and productivity can be improved by organizational design. The seminar explores the main reasons design efforts fail, focusing on managing change, i.e., the procedures to successfully introduce design changes at the organizational and the individual level to minimize resistance to change. Participants will be provided an opportunity to analyze the design of their own organization and identify changes that may be necessary.

What Will You Do In This Seminar?

- Become informed about design alternatives available to you and your agency
- Learn techniques for analyzing and appraising organization designs
- Determine why some designs may be ineffective
- Develop techniques for implementing new designs
- Explore the impact of unions on design changes
- Diagnose "the Quality of Work Life" and other employee/worker measures for productivity enchancement programs.
- Examine the impact of automated technology on design change
- Develop an in-depth analysis of your own organization's design

WHO SHOULD ATTEND: This seminar is designed to meet the needs of a wide variety of managers concerned with designing more productive organizations, such as: SES incumbents; group, divisional, and project managers; regional, district managers; human resource/personnel officers; and key organizational planners.

PROGRAM DATES	LOCATION
March 21-25, 1983	Chicago, Illinois
August 22-26, 1983	Chicago, Illinois

FEES	ALL NOMINATIONS SUBMITTED TO
The program fee of $335 includes all materials and related program services.	Great Lakes Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52KG

THE MANAGER AND PROGRAM PLANNING AND EVALUATION

This two week residential seminar presents managers with a systematic approach to program planning and evaluation. It explains techniques for evaluating the work of technical specialists and for making decisions under conditions of complexity, uncertainty, and time.

The seminar uses group discussions and workshops to address:

- Problems confronting mid-to-upper level management
- Systems analysis and optimization
- The planning and evaluation process
- Statistical approaches to decision making
- Quantitative reasoning and tools for analysis

WHO SHOULD ATTEND: Program managers and line managers who use technical staff would benefit from this course. It focuses on developing and applying systems to plan, evaluate, and justify programs. (Note: Federal agency central offices purchase spaces for this course to be apportioned to regional offices. Contact the Department in your central office responsible for management training to request/reserve spaces. Individual nominations to fill allotted spaces are then submitted to the Rocky Mountain Region. We do accept local nominations on a space available basis.

PROGRAM DATES	LOCATION
February 7-18, 1983	Denver, Colorado
August 22 - September 2, 1983	Denver, Colorado

FEES	ALL NOMINATIONS SUBMITTED TO:
The program fee of $1350 includes tuition, books materials, room and board.	Rocky Mountain Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

52KC

WRITTEN COMMUNICATION FOR EXECUTIVES

In this program, managers will be able to develop a sense of style which will be reflected in active descriptive language, vibrant expression or a sensitive tone. Participants will be exposed to options which will help in their organizational thought patterns and techniques. They will review various formats of written correspondence and select the format which is most appropriate to their target audience. Finally, review and edit approaches will add the finishing touches to the written product.

The course methodology involves individual and small group writing exercises, lecture-discussion and a variety of additional experiential activities. Participants will receive personal guidance.

Specifically, managers will be able to accomplish the following goals:

- Write more clearly and accurately
- Develop readability in their writing
- Organize written material for impact
- Develop a sensitive tone to self developed material
- Prepare effective professional reports, memoranda and letters
- Apply techniques for editing written materials
- Review and evaluate the writing of subordinates

WHO SHOULD ATTEND: Managers, supervisors and agency key executives who prepare written communication of any sort and/or who evaluate the writing of subordinate managers or supervisors.

PROGRAM DATES

October 13-14, 1982
December 1-2, 1982
April 6-7, 1983
June 7-8, 1983

LOCATION

Chicago, Illinois
Springfield, Illinois
Twin Cities, Minnesota
Chicago, Illinois

FEES

The program fee of $135 includes all program materials and related services.

ALL NOMINATIONS SUBMITTED TO:

Great Lakes Region

NOMINATION PROCEDURES: Please turn to pages 1 & 2.

45DN

MANAGEMENT BRIEFINGS

These briefings enable managers to keep up with the latest developments in the public management field. This series of one-day presentations consists of orientations about new government emphasis programs, such as productivity improvement, various aspects of Civil Service Reform, and other priority public policy issues which impact on managing a public organization.

MANAGING IN THE 80'S

Managing in the 80's is a series of 1-day seminars designed to provide you, the public manager, with an opportunity to explore in-depth emerging approaches to the art of management. Usually, a nationally known speaker will present a specific up-to-the-minute topic relating to new management concepts or emerging issues which impact on organization efficiency and effectiveness. If you desire to keep current with the latest in management concepts, you should attend these seminars.

WHO SHOULD ATTEND: Executives, managers and supervisors who wish to improve their personal and organizational effectiveness in the management of critical issues affecting their organization.

PROGRAM DATES

Look for separate announcements

LOCATION

Look for separate announcements

FEE

Varies with program, but usually $35 to $70 each.

ALL NOMINATIONS SUBMITTED TO:

Great Lakes Region

To enroll in these programs, see Individual Announcements.

SUMMARY INDEX OF PROGRAMS - FY 1983

PROGRAM	DATES	LOCATION
Advanced Management Seminar (6 days)	December 12-17, 1982	Lake Dillon, CO.
	March 13-18, 1983	Salt Lake City, UT.
	April 17-22, 1983	Lake Dillon, CO.
	May 22-27, 1983	Lake Geneva, WI.
	July 18-22, 1983	St. Louis, MO.
Developing Subordinates (3 days)	January 25-27, 1983	Chicago, IL.
	July 12-14, 1983	Denver, CO.
	September 7-9, 1983	Chicago, IL.
Executive Coaching (3 days)	May 16-18, 1983	Kansas City, MO.
	June 27-29, 1983	St. Louis, MO.
Management By Objectives (3 days) (Management for Accomplishment and Results)	November 2-4, 1982	Denver, CO.
	November 15-17, 1982	Kansas City, MO.
	November 16-18, 1982	Chicago, IL.
	November 24-26, 1982	St. Louis, MO.
	January 19-21, 1983	Missoula, MT.
	January 24-26, 1983	Ogden, UT.
	March 8-10, 1983	Chicago, IL.
	March 22-24, 1983	Denver, CO.
	April 4-6, 1983	Kansas City, MO.
	April 12-14, 1983	Battle Creek, MI.
	April 19-21, 1983	Salt Lake City, UT.
	May 2-4, 1983	St. Louis, MO.
	May 24-26, 1983	Chicago, IL.
	July 6-8, 1983	Cincinnati, OH.
	July 19-21, 1983	Salt Lake City, UT.
	August 2-4, 1983	Twin Cities, MN.
	August 23-25, 1983	Denver, CO.
	September 19-21, 1983	Kansas City, MO.
	September 20-22, 1983	Chicago, IL.
Management Institute (3 days)	November 2-4, 1982	Denver, CO.
	January 11-13, 1983	Salt Lake City, UT.
	February 8-10, 1983	Denver, CO.
	March 29-31, 1983	Great Falls, MT.
	June 7-9, 1983	Denver, CO.
	September 20-22, 1983	Denver, CO.
Management Simulation Seminar (5 days)	May 23-27, 1983	Warren, MI
Managerial Decision Making (3 days)	October 19-21, 1982	Chicago, IL.
	December 8-10, 1982	St. Louis, MO.
	July 6-8, 1983	Kansas City, MO.
	July 12-14, 1983	Dayton, OH.
	September 27-29, 1983	Chicago, IL.

Middle Management Institute	(4 days)	November 16-19, 1982	Battle Creek, MI.
	(4 days)	December 7-10, 1982	Columbus, OH.
	(4 days)	February 22-25, 1983	Chicago, IL.
	(3 days)	March 21-23, 1983	St. Louis, MO.
	(4 days)	April 12-15, 1983	Dayton, OH.
	(3 days)	April 25-27, 1983	Kansas City, MO.
	(4 days)	May 3-6, 1983	Bloomington, IN.
	(4 days)	June 6-10, 1983	Battle Creek, MI.
	(4 days)	August 9-12, 1983	Chicago, IL.
Personal Skills Development Seminar	(5 days)	January 17-21, 1983	Chicago, IL.
		June 13-17, 1983	St. Louis, MO.
		August 8-12, 1983	Denver, CO.
Seminar for New Managers	(10 days)	January 16-28, 1983	Chicago, IL.
		April 24 - May 6, 1983	Chicago, IL.
Seminar in Managing Government Resources	(5 days)	May 23-27, 1983	St. Louis, MO.
		June 20-24, 1983	Chicago, IL.
		September 19-23, 1983	Denver, CO.
Seminar in Organizational Leadership Issues	(5 days)	March 28 -April 1, 1983	St. Louis, MO.
		April 4-8, 1983	Denver, CO.
		May 2-6, 1983	Chicago, IL.
Seminar in the Design, Analysis and Development of Organizations	(5 days)	March 21-25, 1983	Chicago, IL.
		August 22-26, 1983	Chicago, IL.
The Manager and Program Planning and Evaluation	(10 days)	February 7-18, 1983	Denver, CO.
		August 22 - Sept. 2, 1983	Denver, CO.
Written Communication for Executives	(2 days)	October 13-14, 1982	Chicago, IL.
		December 1-2, 1982	Springfield, IL.
		April 6-7, 1983	Twin Cities, MN.
		June 7-8, 1983	Chicago, IL.

Management Briefings	Look For Individual Announcements
Managing In The 80's	Look For Individual Announcements

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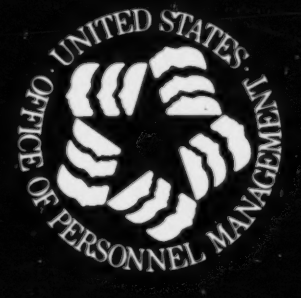
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